



Dictionary of Behavioral Competencies

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Statement of Principles

1- FUNCTIONING ORGANIZATION

The set of competencies which are necessary for any organization to survive.

To remain operational, the organization depends on its employees' SAFETY orientation, capacity to INTERRELATE and COMMUNICATE with each other, and ability to ANALYZE facts, SOLVE problems, CONTROL COSTS, TAKE DECISIONS and ORGANIZE their activities accordingly.

2- PERFORMING ORGANIZATION

The set of competencies which enable an organization to perform better.

For the organization to achieve better performance, its employees must demonstrate FLEXIBILITY, take RESPONSIBILITY, and gear up their abilities, from communication to LISTENING, from interrelation to NETWORKING, from analysis to CRITICAL THINKING, from problem-solving to EFFICIENCY, from cost-control to RISK MANAGEMENT, and from organizing to RESOURCES MANAGEMENT.

3- GLOBAL ORGANIZATION

The set of competencies which enable an organization to benefit from the socio-economic environment's global nature

For the organization to take concrete advantage of a global world, its employees must be GLOBAL-MINDED; they must value DIVERSITY, understand the organization's global VALUE NETWORK, demonstrate CROSS-CULTURAL SKILLS and international ENGLISH SKILLS, and be open to MOBILITY.

4- UNIQUE ORGANIZATION

The set of values which make the organization unique in the market.

The type of people the organization wants to attract and retain because they support its unique image, are highly PARTICIPATIVE, CUSTOMER-, PERFORMANCE- and REAL-TIME ORIENTED, and they have TEAM SPIRIT and ETHICS.

5- COMPETITIVE ORGANIZATION

The set of competencies which enable the organization to become a leader.

To acquire a global competitive advantage, the organization must demonstrate CURIOSITY and strive to understand both its INTERNAL and EXTERNAL ENVIRONMENTS. Able to INFLUENCE its value network but also to LEARN and to be FLEXIBLE, it must think STRATEGICALLY, focus on PEOPLE and QUALITY, and develop partnerships with its SUPPLIERS, its CUSTOMERS and its TECHNOLOGIES.



Dictionary of Behavioral competencies

6- SUSTAINABLE ORGANIZATION

The set of competencies which the organization will need to develop in order to remain competitive over time.

To maintain its competitiveness over time, the organization must gear up its strengths, from business understanding to INTELLIGENCE, from curiosity to CREATIVITY. It must PROACTIVELY become an agent of CHANGE through KNOWLEDGE-SHARING, employees' EMPOWERMENT, DEVELOPMENT, SELF-MOTIVATION and LEADERSHIP, and develop SOCIAL and ENVIRONMENTAL value.

List of Competencies

1- FUNCTIONING ORGANIZATION

ANALYTICAL SKILLS / SAFETY ORIENTATION / INTER-PERSONAL RELATIONS / PROBLEM SOLVING / COST CONSCIOUSNESS / ORGANIZING SKILLS / COMMUNICATION SKILLS / DECISIVENESS

2- PERFORMING ORGANIZATION

LISTENING SKILLS / NETWORKING / CRITICAL THINKING / RESOURCES MANAGEMENT / RESPONSIBILITY / FLEXIBILITY / RISK MANAGEMENT / EFFICIENCY

3- GLOBAL ORGANIZATION

DIVERSITY / GLOBAL MINDEDNESS / ENGLISH SKILLS / MOBILITY / CROSS-CULTURAL SKILLS / VALUE NETWORK UNDERSTANDING

4- UNIQUE ORGANIZATION

REAL TIME ORIENTATION / PARTICIPATION / ETHICAL COMPLIANCE / TEAM SPIRIT / PERFORMANCE ORIENTATION / CUSTOMER ORIENTATION

5- COMPETITIVE ORGANIZATION

STRATEGIC THINKING / BUSINESS UNDERSTANDING / SUPPLIER PARTNERING / INFLUENCING SKILLS / LIFE-LONG LEARNING / ORGANIZATION UNDERSTANDING / QUALITY ORIENTATION / CURIOSITY / TECHNOLOGY PARTNERING / CUSTOMER PARTNERING / PEOPLE ORIENTATION

6- SUSTAINABLE ORGANIZATION

SOCIAL RESPONSIBILITY / MARKET INTELLIGENCE / CREATIVITY / CHANGE AGENCY / SELF-MOTIVATION / KNOWLEDGE SHARING / EMPOWERMENT / LEADERSHIP / PEOPLE DEVELOPMENT / ENVIRONMENT FRIENDLINESS / PROACTIVITY

Competency Details

1- FUNCTIONING ORGANIZATION

ANALYTICAL SKILLS

Ability to transform data into insight.

The Position Holder is expected to demonstrate the ability to:

The Person has demonstrated the ability to:

5 Identify future trends

Extrapolate data patterns in a future perspective, detect possible trends and establish most probable scenarios for the organization.

4 Identify threats and opportunities

Detect and interpret patterns among processed data, identify threats and/or opportunities for the organization.

3 Identify key issues

Filter information, process key data, identify key issues that affect the organization.

2 Identify key data

Collect and classify data, identify key data that are meaningful for the organization.

1 None of the above

COMMUNICATION SKILLS

Ability to convey information and ideas clearly through various media in an engaging, easy-to-understand and memorable manner

The Position Holder is expected to demonstrate the ability to:

The Person has demonstrated the ability to:

5 Optimize message efficiency

Convey information and ideas to diverse audiences, even unprepared, using a combination of communication styles and techniques to ensure that the message is immediately understood and durably remembered

4 Adapt to audience

Convey information and ideas to diverse audiences, and ensure clear understanding through adaptation of communication style and/or techniques, in advance or on-the-spot

3 Ensure understanding

Convey information and ideas to homogeneous audience, and ensure clear understanding through integration of feedback in the communication process

2 Deliver information

Deliver required information in a standard, but clear, easy-to-understand and memorable manner

1 None of the above

COST CONSCIOUSNESS

Ability to optimize benefits vs. costs.

The Position Holder is expected to demonstrate the ability to:

The Person has demonstrated the ability to:

5 Maximize value

Maximize the value generated by activities and assets under one's control

4 Improve profit margin

Improve profit margin and/or value of activities under one's control

3 Control costs

Control costs in own work area and ensure that benefits are greater than costs

2 Show awareness

Demonstrate awareness of own actions's costs and strive to maintain costs within budget

1 None of the above

DECISIVENESS

Ability to make informed and timely decisions whatever the circumstances

The Position Holder is expected to demonstrate the ability to:

The Person has demonstrated the ability to:

5 Apply decisive insight

Display foresight when approaching issues, identify core problems and use insight to act decisively using partial or incomplete data when necessary

4 Make complex decisions

Make complex decisions aimed at preventing crises and/or take advantage of opportunities, on time and fairly

3 Prepare for decisions

Plan for the need to take action and take steps to maximize the probability of success, including alternatives to be ready for change

2 Respond decisively

Prioritize information and make prompt decisions in situations requiring immediate action

1 None of the above

INTER-PERSONAL RELATIONS

Ability to interact face-to-face easily with others and to make them feel comfortable regardless respective status or situations.

The Position Holder is expected to demonstrate the ability to:

The Person has demonstrated the ability to:

5 Interact with strangers

Approach others in a friendly manner, build and maintain good relations with total strangers

4 Interact with unfamiliar contacts

Approach others in a friendly manner, build and maintain good relations with totally unfamiliar business contacts

3 Interact with unfamiliar partners

Approach others in a friendly manner, build and maintain good relations with unfamiliar yet obviously connected business contacts

2 Interact with familiar partners

React to others in a friendly manner, build and maintain good relations with regular business partners

1 None of the above

ORGANIZING SKILLS

Ability to continuously anticipate, define and handle multiple activities, and deliver them within given timeframes and resources.

The Position Holder is expected to demonstrate the ability to:

The Person has demonstrated the ability to:

5 Organize strangers

Anticipate and handle multiple activities involving other business units or companies to deliver expected results

4 Organize partners

Anticipate and handle multiple activities involving people from other departments to deliver expected results

3 Organize colleagues

Anticipate and handle multiple activities involving other people from the same department to deliver expected results

2 Organize oneself

Anticipate and handle own multiple tasks to deliver expected results

1 None of the above

PROBLEM SOLVING

Ability to identify and understand problems, generate and evaluate alternative solutions, select and ensure implementation of the solution most beneficial to the organization.

The Position Holder is expected to demonstrate the ability to:

The Person has demonstrated the ability to:

5 Solve uncharted problems

Devise original solutions for entirely new, uncharted issues and problems

4 Solve unfamiliar problems

Analyze existing references and procedures and develop adapted solutions to various unfamiliar and challenging issues and problems

3 Solve familiar problems

Choose among several solutions available in existing references and procedures to address various but familiar and patterned issues and problems

2 Solve routine problems

Use own hands-on experience to find solution to, and decide on, familiar repetitive issues and problems

1 None of the above

SAFETY ORIENTATION

Ability to act and stimulate others to act, so as to mitigate safety risks.

The Position Holder is expected to demonstrate the ability to:

The Person has demonstrated the ability to:

5 Prevent hazards over time

Analyze evolution of organization's activities, assess risks, and suggest a course of action to eliminate potential safety hazards over time

4 Prevent hazards in current situation

Investigate, define, analyze and suggest course of action to eliminate safety hazards in existing work configuration

3 Act safely at team level

Identify and prevent safety hazards within own and close partners' daily work

2 Act safely at own level

Identify and prevent safety hazards within own daily work

1 None of the above

Competency Details

2- PERFORMING ORGANIZATION

CRITICAL THINKING

Ability to have a critical view of people, objects and/or processes, and to detect and evaluate weaknesses, defects and problems.

The Position Holder is expected to demonstrate the ability to:

The Person has demonstrated the ability to:

5 Challenge established 'truths'

Analyze critically decisions, products and processes that seem taken for granted, offer and substantiate own views

4 Correct established 'wrongs'

Analyze critically decisions, products or processes that obviously cause problems, offer and substantiate own views

3 Volunteer constructive criticism

Proactively analyze critically opinions, products or processes that are open to discussion, offer and substantiate own views

2 Contribute critical view

Conduct, when invited, a critical analysis of an opinion, a product or a process presented as tentative, produce and substantiate own views

1 None of the above

EFFICIENCY

Ability to produce optimal results through optimal processes.

The Position Holder is expected to demonstrate the ability to:

The Person has demonstrated the ability to:

5 Optimize efficiency

Develop and/or introduce efficiency measurement indicators and systems, monitor and analyze, suggest measures to ensure sustainably optimal efficiency

4 Improve processes efficiency

Change work methods and/or processes to significantly and durably improve quantity, quality and/or speed of own and/or others' outputs, hence team's efficiency

3 Improve own efficiency

Proactively adapt own ways of working to increase quantity, quality and/or speed of outputs, hence own efficiency

2 Apply efficiently

Apply given instructions and procedures appropriately, accurately and fast to ensure that expected outputs are delivered efficiently

1 None of the above

FLEXIBILITY

Ability to adapt to, and modify own opinions and actions according to, various and/or changing situations.

The Position Holder is expected to demonstrate the ability to:

The Person has demonstrated the ability to:

5 Look forward and be eager

Look genuinely forward to, and demonstrate eagerness for anything new/different, welcome the challenge

4 Prepare and be ready

Foresee and prepare for changes/differences, and be ready for necessary adaptations to come

3 Accept and adapt

Accept changes/differences and adapt own opinion and course of action accordingly

2 Acknowledge and comply

Acknowledge changing/different situations, and willingly follow new guidelines

1 None of the above

LISTENING SKILLS

Ability to capture and understand others' messages, whether purposely expressed or not, and to act accordingly.

The Position Holder is expected to demonstrate the ability to:

The Person has demonstrated the ability to:

5 Hear the non-said

Use sensitivity and empathy to understand others' mental models, grasp the essence of what is not openly expressed yet underlying mindsets and behaviors, and act accordingly

4 Induce confidences

Adopt appropriate attitude to induce confidences when necessary, grasp the essence of the message and act accordingly

3 Stimulate communication

Proactively stimulate others to express their message, understand it and act accordingly

2 Be open

Show availability for others, and demonstrate understanding of what they say by reformulating their message

1 None of the above

NETWORKING

Ability to build and expand a broad network of internal and external contacts, and to involve it timely and appropriately for purposes beneficial to the organization.

The Position Holder is expected to demonstrate the ability to:

The Person has demonstrated the ability to:

5 Create opportunities through network

Use network of mentors to create future opportunities for the organization

4 Build support through network

Use network of supporters to acquire strategic information and expand sphere of influence

3 Acquire intelligence through network

Use network of informers to seek business intelligence and promote ideas and image

2 Share information through network

Use network of contacts to share general information and keep up-to-date on internal and external issues

1 None of the above

RESOURCES MANAGEMENT

Ability to make best use of available financial, human, technical, knowledge and time resources.

The Position Holder is expected to demonstrate the ability to:

The Person has demonstrated the ability to:

5 Optimize use

Consistently ensure optimal use of available resources, even in fast-changing circumstances and/or when resources are scarce

4 Avoid shortages

Allocate and re-allocate available resources according to evolving or conflicting priorities, make flexible and fast-reacting arrangements to avoid shortages

3 Avoid bottlenecks

Allocate available resources according to priorities, make adjustments whenever necessary to avoid bottlenecks

2 Avoid unnecessary efforts

Use allocated resources appropriately as instructed, avoid unnecessary work and waste of time or resources

1 None of the above

RESPONSIBILITY

Ability to take ownership and responsibility for actions and outputs.

The Position Holder is expected to demonstrate the ability to:

The Person has demonstrated the ability to:

5 Account for others' work

Take ownership and responsibility for own and others' actions and outputs even if own contribution is indirect or merely supportive

4 Account for work under direct influence

Take ownership and responsibility for own actions and outputs as well as those under direct influence

3 Account for own work

Take ownership and responsibility for own overall actions and outputs at work

2 Account for specific outputs

Take ownership for specific and well-defined one-off own outputs

1 None of the above

RISK MANAGEMENT

Ability to independently initiate actions and mitigate the risks they may generate.

The Position Holder is expected to demonstrate the ability to:

The Person has demonstrated the ability to:

5 Calculated risk large-scale initiative

Independently initiate actions that are expected to positively impact entire organization's results with calculated optimum risk/outcome ratio

4 Calculated risk initiative

Independently initiate actions that are expected to positively impact own and/or others' results with calculated optimum risk/outcome ratio

3 Controlled risk initiative

Independently initiate actions that are expected to positively impact own and/or others' results with controlled risks

2 No-risk initiative

Independently initiate actions that are expected to positively impact own work and results with negligible risks

1 None of the above

Competency Details

3- GLOBAL ORGANIZATION

CROSS-CULTURAL SKILLS

Ability to see what is good in other cultures and understand the differences in values.

The Position Holder is expected to demonstrate the ability to:

The Person has demonstrated the ability to:

5 Champion symbiosis

Possess and use in-depth cultural understanding to serve as cultural intermediary between locals and foreigners and to champion symbiosis between group's culture and local culture

4 Solve cross-cultural problems

Possess and use very good understanding of local culture, necessary to solve cross-cultural problems at work

3 Work smoothly

Possess and use good cultural understanding necessary for a smooth daily work among local colleagues

2 Behave appropriately

Possess and use basic cultural understanding necessary to behave as per local standards of appropriateness, politeness and courtesy

1 None of the above

DIVERSITY

Ability to understand, respect and value the different viewpoints, practices, customs, values and norms of other individuals, groups and communities, and to work effectively in a diverse environment.

The Position Holder is expected to demonstrate the ability to:

The Person has demonstrated the ability to:

5 Champion diversity

Recognize prejudices against diversity, actively educate others on the value of being exposed to different viewpoints, practices, customs, values and norms, and change their mindset from resistance to acceptance

4 Promote diversity

Actively promote the value of diversity through visible activities aimed at improving awareness and acceptance of different viewpoints, practices, customs, values and norms

3 Value diversity

Respect and value diversity, actively seek out opportunities of exposure to diverse viewpoints, practices, customs, values and norms

2 Accept diversity

Show open-mindedness and willingly accept the different viewpoints, practices, customs, values and norms of other individuals or groups

1 None of the above

ENGLISH SKILLS

Ability to use the international English language as a common means of communication with other people of various nationalities.

The Position Holder is expected to demonstrate the ability to:

The Person has demonstrated the ability to:

5 Expert knowledge

Possess and use fluent English for expert conferences, negotiations and writings, involving technical language and/or cultural subtleties

4 Professional knowledge

Possess and use very good knowledge of business and technical English for professional presentations and reports

3 Working knowledge

Possess and use good knowledge of English for working sessions and correspondence

2 Basic Knowledge

Possess and use basic knowledge of English for simple informal conversations

1 None of the above

GLOBAL MINDEDNESS

Ability to view situations from a wider perspective than specific issue at hand and/or own local environment.

The Position Holder is expected to demonstrate the ability to:

The Person has demonstrated the ability to:

5 Organization's perspective

Understand and take organization's perspective into account in own decisions and actions

4 Business Unit's perspective

Understand and take business unit's perspective into account in own decisions and actions

3 Department's perspective

Understand and take department's perspective into account in own decisions and actions

2 Section's perspective

Understand and take section's perspective into account in own decisions and actions

1 None of the above

MOBILITY

Ability to be open to working and living far from home, and to welcome such opportunity to enrich oneself.

The Position Holder is expected to demonstrate the ability to:

The Person has demonstrated the ability to:

5 Move to another continent

Demonstrate readiness to live and work temporarily anywhere, including in a different continent

4 Move to another country

Demonstrate readiness to live and work temporarily far from home, but within same continent

3 Move to another town or province

Demonstrate readiness to live and work temporarily far from home, but within homeland

2 Travel around

Demonstrate readiness to travel locally and internationally for short missions

1 None of the above

VALUE NETWORK UNDERSTANDING

Ability to understand the relations of inter-dependence between the organization and its global environment, and to act upon such understanding.

The Position Holder is expected to demonstrate the ability to:

The Person has demonstrated the ability to:

5 Value network

Possess knowledge of organization's value network, i.e. entities that have or may have an impact on bottom line in any way, and integrate this perspective into own work

4 Core value network

Possess knowledge of organization's core value network, i.e. entities that have a direct or indirect impact on bottom line (market players, authorities, community, etc.), and integrate this perspective into own work

3 Value chain

Possess knowledge of organization's value chain, i.e. entities that effectively or potentially have a direct impact on bottom line, and integrate this perspective into own work

2 Core value chain

Possess knowledge of organization's core value chain, i.e. entities that have a direct impact on bottom line today (market players), and integrate this perspective into own work

1 None of the above

Competency Details

4- UNIQUE ORGANIZATION

CUSTOMER ORIENTATION

Ability to integrate customers' perspective into one's thinking, decisions and actions

The Position Holder is expected to demonstrate the ability to:

The Person has demonstrated the ability to:

5 Strive towards sustainable competitiveness

Strive to assess customers' lifetime value for the organization, guide development of partnerships ensuring company's sustainable competitiveness

4 Align developments

Strive to align customers' and organization's evolving needs, suggest and/or implement ways to optimize development of organization's products or services accordingly

3 Reconcile needs

Strive to reconcile customers' and organization's current needs, suggest and/or implement ways to optimize organization's products or services accordingly

2 Consider customers' needs

Strive to understand customers' point of view and needs, take them into consideration in own thinking, decisions and/or actions

1 None of the above

ETHICAL COMPLIANCE

Ability to follow, adopt and implement laws and organization's policies, governance rules and ethics standards.

The Position Holder is expected to demonstrate the ability to:

The Person has demonstrated the ability to:

5 Drive

Write policies, procedures and/or processes to ensure optimal compliance with corporate governance and legal requirements

4 Adapt

Adjust procedures, processes and/or ways of working to ensure optimal compliance with laws, policies, rules and regulations

3 Promote

Set example, explain and/or give instructions to help others follow procedures, policies, rules and regulations in all aspects of work

2 Comply

Strictly follow given instructions, procedures, policies, rules and regulations in all aspects of work

1 None of the above

PARTICIPATION

Ability to proactively contribute to discussions, decisions and/or activities at work.

The Position Holder is expected to demonstrate the ability to:

The Person has demonstrated the ability to:

5 Federate

Initiate discussions and/or activities at or around work as opportunities for everyone to participate, and ensure that they are seen and responded to as such

4 Enlist

Enthusiastically show example of proactive participation in discussions, decisions and/or activities at and around work, enlist others to join in

3 Contribute

Proactively join in relevant discussions, decisions and/or activities at and around work, and offer valuable contributions

2 Participate

Willingly accept invitations to join in and participate in discussions, decisions and/or activities at and around work

1 None of the above

PERFORMANCE ORIENTATION

Ability to produce concrete high-quality results that benefit the organization in all circumstances.

The Position Holder is expected to demonstrate the ability to:

The Person has demonstrated the ability to:

5 Produce results whatever happens

Creatively devise alternative action plans and measures so that even if own set objectives prove unrealistic, results consistently contribute to desired end results for the team

4 Reach objectives in fluid conditions

Adapt action plans so that even if assumptions prove wrong and conditions change, set objectives are reached as long as they remain realistic

3 Meet performance standards

Ensure individual objectives are clear, measurable, challenging yet realistic, and consistently fulfill them within set conditions and assumptions

2 Deliver as instructed

Proactively ask for guidance and help when needed, and proceed as instructed to ensure that assigned outputs are duly delivered

1 None of the above

REAL TIME ORIENTATION

Ability to provide immediate reaction and response to events and queries.

The Position Holder is expected to demonstrate the ability to:

The Person has demonstrated the ability to:

5 Proact fast

Assess needs or opportunities for faster communications and work flows, and take action to ensure consistently optimal response speed through changing situations

4 React fast

Adapt and improve communications and work flows to ensure fastest possible response to new types of queries or to new situations

3 Work fast

Optimize communications and work flows to ensure fastest possible response to queries requiring the involvement of own and others' work

2 Answer fast

Consistently respond within a few hours to all questions to which answers are readily available

1 None of the above

TEAM SPIRIT

Ability to work cooperatively with others towards common goals.

The Position Holder is expected to demonstrate the ability to:

The Person has demonstrated the ability to:

5 Build team spirit

Proactively promote a constructive and cooperative climate and good morale among fellow team members, protect and enhance team reputation

4 Give credit

Proactively share or give public credit to fellow team members for specific and/or team achievements, and promote sense of belonging to the team

3 Solicit inputs

Proactively seek out fellow team members' ideas and opinions, ensure their involvement in decisions and actions

2 Share information

Proactively share with fellow team members all useful information, and offer assistance whenever appropriate

1 None of the above

Competency Details

5- COMPETITIVE ORGANIZATION

BUSINESS UNDERSTANDING

Ability to understand both the business implications of decisions and the business environment evolution's impact on the organization's strategic direction, and to act upon such understanding.

The Position Holder is expected to demonstrate the ability to:

The Person has demonstrated the ability to:

5 Enhance competitive advantage

Use good understanding of overall business environment and economic players' strategies to formulate proactive strategies or measures enhancing competitive advantage and conducive of success

4 Consider overall business picture

Use good understanding of internal and external business environment to identify long-term threats and opportunities and develop objectives or projects integrating key success drivers

3 Apply business fundamentals

Use understanding of business fundamentals, key drivers of success and corporate strategies to support decision-making and prioritize work

2 Possess basic knowledge of business

Understand organizational goals, strategies, rules and regulations, and relationships between own job and the bottom-line

1 None of the above

CURIOSITY

Ability to go beyond routine or requirements to obtain information, driven by desire to know more about things, people or situations.

The Position Holder is expected to demonstrate the ability to:

The Person has demonstrated the ability to:

5 Use own information seeking systems

Develop own systems, methods and/or networks to be automatically informed of new happenings and to secure access to any desired additional information in and beyond areas of interest

4 Conduct focused research

Keep watch on new happenings of interest, and systematically strive to obtain more information including through the use of various methods and unorthodox sources

3 Personally investigate

Proactively investigate unexplained issues or questions, find relevant sources of knowledge, seek and clarify the heart of the matter

2 Ask questions

Proactively seek answers to own and others' questions, contact directly knowledge sources wherever they are, and find satisfactory answers among available information

1 None of the above

CUSTOMER PARTNERING

Ability to build and maintain a long-term 'win-win' cooperation with customers

The Position Holder is expected to demonstrate the ability to:

The Person has demonstrated the ability to:

5 Life-long partnership

Initiate and guide customers' active contribution to organization's development plans, strive to influence customers' needs so as to establish high-value life-long partnerships ensuring organization's sustainable competitiveness

4 Partnership for more profits

Detect customers' evolving needs, and drive development of partnerships for the purpose of defining and fulfilling these needs together, leading to higher value and profitability

3 Cooperation for more revenues

Identify customers' current needs, and adopt cooperative approach to develop adapted solutions, leading to higher-value sales and referrals towards new customers

2 Satisfaction for renewed sales

Develop good relations with customers, demonstrate understanding, reactivity and flexibility, strive to generate satisfaction so as to stimulate renewed sales

1 None of the above

INFLUENCING SKILLS

Ability to persuade, convince, influence or impress others to achieve a desired effect or impact a course of action.

The Position Holder is expected to demonstrate the ability to:

The Person has demonstrated the ability to:

5 Lobbying

Use subtle influencing strategies on network of intermediaries to lead target to ultimately promote idea or course of action as its own

4 Influence

Use combination of persuasive actions among various individuals or groups, to lead target to ultimately adopt idea or course of action

3 Persuasion

Use charisma, charm, expertise and/or face-to-face persuasion techniques to drive audience to accept disputed idea or course of action

2 Conviction

Use poise, reputation, knowledge, logic and/or authority to convince direct audience of following an idea or proceeding with suggested course of action

1 None of the above

LIFE-LONG LEARNING

Ability to seek out and acquire existing and/or new knowledge that can contribute to personal growth and to the fulfillment of the organization's ongoing and changing needs.

The Position Holder is expected to demonstrate the ability to:

The Person has demonstrated the ability to:

5 Broaden learning scope

While constantly developing knowledge of own area of expertise and integrating it in a business perspective, strive to broaden scope of learning towards fields that prove relevant for the organization's development, and suggest original ideas

4 Integrate expertise

While constantly developing knowledge of own area of expertise, strive to put it into the organization's perspective through learning of necessary business aspects, draw and convey own conclusions regarding threats and opportunities for the organization

3 Deepen expertise

Strive to increase knowledge of own area of expertise, seek out opportunities, at and beyond work, to learn existing and new concepts, approaches, tools, methods and/or technologies, apply to improve job value

2 Learn on the job

Demonstrate proactive interest in various aspects of own job, seek out training, coaching and opportunities to acquire more hands-on experience, apply to improve performance

1 None of the above

ORGANIZATION UNDERSTANDING

Ability to understand the organization's nature and structure, its products and services, its proprietary systems and processes, and to use this understanding to function efficiently in one's position.

The Position Holder is expected to demonstrate the ability to:

The Person has demonstrated the ability to:

5 Value Network

Possess and use in-depth knowledge of the entire organization and its value network

4 Organization

Possess and use in-depth knowledge of the entire organization and general knowledge of its value network

3 Department

Possess and use in-depth knowledge of department and general knowledge of the organization

2 Section

Possess and use in-depth knowledge of own section and/or general knowledge of the organization

1 None of the above

PEOPLE ORIENTATION

Ability to integrate the human dimension into one's thinking, decisions and actions

The Position Holder is expected to demonstrate the ability to:

The Person has demonstrated the ability to:

5 Return on human investments

Recognize and strive to assess the unique value of each individual person, guide utilization and development of such value to ensure that organization value is greater than sum of its parts

4 Align developments

Recognize and strive to align people's potentials and desires and organization's strategic objectives, suggest and/or implement ways to optimize human resources development accordingly

3 Reconcile needs

Recognize and strive to reconcile people's and organization's needs, suggest and/or implement ways to optimize human resources utilization accordingly

2 Consider others' aspirations

Recognize and strive to understand own and others' personal aspirations, take them into consideration in own thinking, decisions and/or actions

1 None of the above

QUALITY ORIENTATION

Ability to strive towards excellence at all levels of operation, production and work processes.

The Position Holder is expected to demonstrate the ability to:

The Person has demonstrated the ability to:

5 Lead industry

Monitor market trends and evolutions, suggest proactive actions to ensure that organization's quality standards reach and/or remain at the forefront of the industry

4 Out-perform competitors

Monitor competitors' quality standards, investigate and suggest ways to ensure that organization's quality standards become and/or remain consistently higher

3 Suggest improvements

Proactively suggest improvements that would help meet or raise organization's quality standards in or beyond own job

2 Meet quality standards

Take all measures to ensure that organization's quality standards are consistently met in own area of responsibility

1 None of the above

STRATEGIC THINKING

Ability to envision development paths towards ultimate goal with internal and external perspectives.

The Position Holder is expected to demonstrate the ability to:

The Person has demonstrated the ability to:

5 Formulate strategies

Visualize long-term issues and opportunities for the organization in relation with its corporate culture and external environment, and formulate strategies to ensure sustainable competitiveness

4 Contribute to strategies

Contribute to the development of vision, mission and/or long-term strategy at some level of the organization

3 Align actions with strategies

Adapt actions, ways of working, processes and priorities to ensure alignment with corporate goals and strategies

2 Understand strategies

Understand corporate goals and strategies and their impact on department's and own work, and strive to ensure compliance

1 None of the above

SUPPLIER PARTNERING

Ability to build and maintain a long-term 'win-win' cooperation with organization's suppliers.

The Position Holder is expected to demonstrate the ability to:

The Person has demonstrated the ability to:

5 Long-term partnership for optimized outputs

Initiate and guide suppliers' active involvement in organization's development plans and implementation, within long-term partnership aimed at optimizing reliability and value of company's outputs

4 Partnership for optimized processes

Drive suppliers' direct access to, and management of organization's supply stocks within contract-long partnership aimed at optimizing efficiency of organization's manufacturing and financial processes

3 Cooperation for optimized inputs

Stimulate and control suppliers' adoption of organization standards and procedures within cooperation aimed at optimizing quality and timeliness of inputs

2 Good relations for optimized costs of supplies

Monitor suppliers' offer, pricing and delivery procedures, negotiate and control improvements within good relations aimed at optimizing costs of supplies

1 None of the above

TECHNOLOGY PARTNERING

Ability to integrate digital technologies in daily working life as a means to communicate and achieve results efficiently.

The Position Holder is expected to demonstrate the ability to:

The Person has demonstrated the ability to:

5 Optimize

Be a 'power-user' of new technologies, electronic work and communication tools, and suggest ways to use them to increase organization performance through higher speed and efficiency, greater knowledge sharing and development and/or automation of processes

4 Improve

Use acquired familiarity with new technologies, electronic work and communication tools to question and change traditional processes and ways of working for higher efficiency

3 Integrate

Openly acknowledge that available technologies, electronic work and communication tools help improve work efficiency, proactively learn and integrate them in daily life

2 Use

Demonstrate open and positive attitude towards given technologies, willingly use electronic work and communication tools as instructed

1 None of the above

Competency Details

6- SUSTAINABLE ORGANIZATION

CHANGE AGENCY

Ability to integrate change in own and others' life.

The Position Holder is expected to demonstrate the ability to:

The Person has demonstrated the ability to:

5 Champion change

Make change own mission, proactively take and lead others to take action, build change-oriented mindset and address resistance

4 Stimulate change

Detect and evaluate needs for change, challenge status quo, stimulate awareness and concrete actions

3 Integrate change

Alert and educate others on the need for change, actively involve them in the change implementation process

2 Accept change

Willingly contribute to implement approved changes

1 None of the above

CREATIVITY

Ability to use creative thinking to produce improvements or innovations, or to identify and solve unusual problems.

The Position Holder is expected to demonstrate the ability to:

The Person has demonstrated the ability to:

5 Think innovatively

Generate new, unique and timely ideas obviously fit to become valuable solutions

4 Think creatively

Creatively combine and reshape existing ideas to produce original and adapted solutions

3 Think laterally

Think "out-of-the-box" to identify alternative solutions, and consider radical or unconventional approaches to put an issue in a new perspective

2 Think challengingly

Question and challenge conventional approaches and ways of doing, and recognize the possibilities of other, possibly better approaches

1 None of the above

EMPOWERMENT

Ability to entrust others with responsibilities for optimal motivation and efficiency.

The Position Holder is expected to demonstrate the ability to:

The Person has demonstrated the ability to:

5 Stimulate empowerment

Promote and stimulate empowerment, strive to ensure that power of decision is given to most appropriate positions regardless of hierarchical level

4 Entrust with area of responsibilities

Entrust others with fully autonomous areas of responsibility, provide support and encouragement for optimum efficiency

3 Entrust with responsibilities

Entrust others with permanent responsibilities, provide support and encouragement for optimum efficiency

2 Entrust with tasks

Entrust others with tasks, provide support and encouragement for optimum efficiency

1 None of the above

ENVIRONMENT FRIENDLINESS

Ability to care for the natural environment, and to integrate the need to respect and protect it in all aspects of one's life.

The Position Holder is expected to demonstrate the ability to:

The Person has demonstrated the ability to:

5 Improve industry standards

Drive respect of environment-friendliness principles, detect, evaluate and lobby for needs to improve related industry standards

4 Stimulate organization improvements

Stimulate respect of environment-friendliness principles, detect, evaluate and suggest needs to improve related organization standards

3 Promote compliance

Promote compliance with environment-friendliness principles and related organization standards, set example, suggest implementation improvements

2 Respect

Respect environment-friendliness principles, apply organization standards

1 None of the above

KNOWLEDGE SHARING

Ability to actively contribute key information, materials and documents to the organization's knowledge center, and to draw upon them in return whenever needed.

The Position Holder is expected to demonstrate the ability to:

The Person has demonstrated the ability to:

5 Transform and guide

Recognize value of knowledge as a corporate resource, stimulate development of collective body of knowledge and guide its transformation into valuable human capital

4 Widen and stimulate

Recognize value of interdependence, actively offer adapted work outputs as well as other information of general interest to collective body of knowledge, take opportunity of own needs to stimulate others to give access

3 Adapt and search

Recognize value of collective body of knowledge, adapt own work outputs to make them easily understandable, usable and accessible by others, proactively search for information that may be valuable to own work

2 Give access and use

Recognize value of sharing knowledge, record own work outputs and store where easily accessible by others, use available information instead of 'reinventing the wheel'

1 None of the above

LEADERSHIP

Ability to motivate and inspire others to obtain results, by constructively connecting the interests of individuals, community and organization.

The Position Holder is expected to demonstrate the ability to:

The Person has demonstrated the ability to:

5 Inspire others

Convey a motivating vision clearly fulfilling both the organization's needs and individual aspirations, generate excitement and optimism, enlist others to champion the goal and/or the way to reach it

4 Energize others

Energize others towards a goal by helping them own the goal as well as the ways to reach it, and ensuring they receive public credit for it

3 Stimulate others

Stimulate others to internalize a professional goal by demonstrating its compatibility with their individual aspirations

2 Support others

Communicate confidence in others' capacity to reach a goal, and provide suggestions and guidance to facilitate progress

1 None of the above

MARKET INTELLIGENCE

Ability to seek, analyze and interpret any economic or business information that may impact the organization, to identify patterns and trends and to act accordingly.

The Position Holder is expected to demonstrate the ability to:

The Person has demonstrated the ability to:

5 Future new markets

Seek and analyze information to understand global socio-economic trends, identify possible future new markets and their potential impact on the organization, and suggest strategic development accordingly

4 Future market trends

Seek and analyze information to understand market trends, identify medium-term business or partnership threats and opportunities, and suggest course of action accordingly

3 Current market patterns

Seek and analyze information to understand current market patterns and power plays, identify impending business or partnership threats and opportunities, and suggest reactive measures accordingly

2 Current market facts

Seek and analyze information to understand the nature and respective roles of the current key market players including organization's positioning, and strive in own job to enhance organization's strengths

1 None of the above

PEOPLE DEVELOPMENT

Ability to contribute to the long-term learning or development of others on the basis of a good understanding of their needs and potentials.

The Position Holder is expected to demonstrate the ability to:

The Person has demonstrated the ability to:

5 Provide learning environment

Stimulate working environment conducive of personal development, and structure interactive experiences clearly helping individuals fulfill their aspirations in line with organization's needs

4 Provide mentoring

Identify others' needs, potentials and aspirations, and provide methodology, knowledge sources, and personalized guidance to help them constantly learn and develop in the best interest of the organization

3 Provide training

Provide focused and adapted training including principles, methods, tools and examples, to help others acquire or develop their expertise

2 Provide coaching

Give detailed instructions and on-the-job demonstrations, provide specific and concrete suggestions to help others master their work and improve their job performance

1 None of the above

PROACTIVITY

Ability to initiate thinking, decisions and/or actions.

The Position Holder is expected to demonstrate the ability to:

The Person has demonstrated the ability to:

5 Proact in uncertain environment

Anticipate scenarios and initiate actions in an uncertain environment in line with own responsibilities and objectives

4 Proact in fluctuating environment

Detect change opportunities and initiate actions in a fluctuating environment in line with own responsibilities and objectives

3 Proact in familiar context

Detect needs for intervention and initiate actions in familiar context in line with own responsibilities and objectives

2 Proact in familiar situations

Initiate actions in familiar situations without specific instructions but in line with own responsibilities and objectives

1 None of the above

SELF-MOTIVATION

Ability to stick to a relevant decision, line of conduct or objective and to sustain self-confidence, drive and optimism in the face of adversity.

The Position Holder is expected to demonstrate the ability to:

The Person has demonstrated the ability to:

5 Overcome ordeals

Persistently strive towards personal and work objectives, and sustain drive and determination in the face of painful, possibly deeply personal ordeals

4 Overcome unexpected problems

Persistently strive towards personal and work objectives, and sustain drive and determination in the face of unexpected change, possibly associated with serious problems

3 Overcome expected problems

Persistently strive towards personal and work objectives, and sustain drive and determination in the face of usual or expected problems, conflicting opinions or interests

2 Persist in work

Persist in striving towards personal and work objectives, and sustain drive and determination through periods of tedious, hard, complex, unclear and/or lonely work

1 None of the above

SOCIAL RESPONSIBILITY

Ability to understand, help, protect and serve the general community in the best interests of the organization.

The Position Holder is expected to demonstrate the ability to:

The Person has demonstrated the ability to:

5 Establish strategic partnership with the community

Build trusting relationships and strategic partnership with the general community based on in-depth knowledge and understanding of its needs

4 Add value to the community

Strive to add concrete long-term value to the general community by understanding its needs and contributing to solve issues or bring lasting improvements

3 Personally commit to the community

Make self available to general community, maintain regular contact and initiate involvement with service clubs, community organizations, or agencies, volunteerism, etc.

2 Understand the community's perspective

Understand issues from the general community's point of view and strive to convey its needs for safety and security

1 None of the above